

**APPROPRIATE LEADERSHIP STYLES IN MULTI-CULTURAL
DIGITAL CONSULTANCY FIRM, THAILAND**



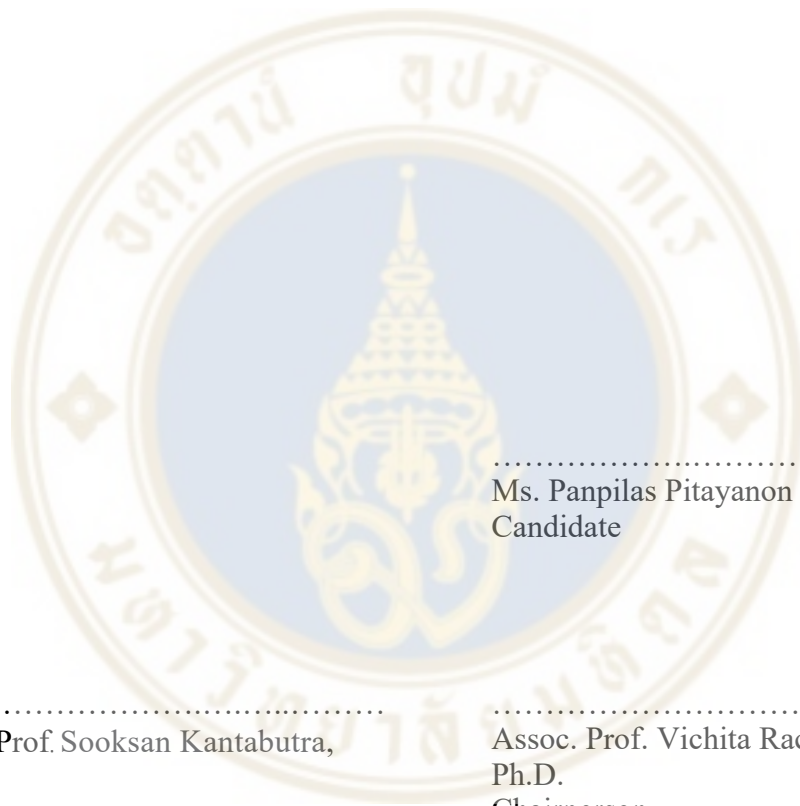
**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2019**

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Thematic paper
entitled
**APPROPRIATE LEADERSHIP STYLES IN MULTI-CULTURAL
DIGITAL CONSULTANCY FIRM, THAILAND**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
January 12, 2019



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ACKNOWLEDGEMENTS

This thematic paper research was supported by my advisor, Assoc. Prof. Sooksan Kantabutra. I would like to acknowledge him for his supervision and sharing his wisdom during the course of this project. Without his support, I would not be able to complete my research. I also immensely thank my friend who works for the case study firm as she provided initial insight and permission to interview and gather information from the employees at the company which importantly assisted the research.

Moreover, I would like to thank the managers and their subordinates who granted their personal time for the interview sessions. Their insight answers greatly helped me to analyze and conclude the paper.

Finally, thank you for CMMU classmates and all educator who gave supports and helps throughout this trimester.

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**APPROPRIATE LEADERSHIP STYLES IN MULTI-CULTURAL DIGITAL
CONSULTANCY FIRM, THAILAND**

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ABSTRACT

The objectives of this study to find out what causes the declining of employees' performance at a selected digital consultancy firm by implementing the knowledge of the Situational Leadership framework to better understand the occurring circumstance. The hypothesis is some of the leaders with different cultural values in the company were leading without decent understood of their employees' actual development level and applying an inappropriate leadership style to their followers. Therefore, using the appropriate leadership style should help these employees to better perform.

The result of the study from the interviews found that all of the units of study its leadership style and the followers' development levels were not aligned. The recommendations to this multi-cultural digital consultancy firm have been indicated in Chapter V.

KEY WORDS: Situational Leadership/ Leadership Style/ Development Level

45 pages

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CHAPTER I

INTRODUCTION

1.1 Problem Statement

These recent years, numerous digital consulting firms have been rapidly establishing in Thailand as the country is moving forward to industry 4.0. Most of Thai companies, from SMEs, global brands, to public sectors are trying to adapt and transform themselves toward global change as well as embracing new technologies in order to be a more competitive advantage. This is the reason why digital consultancies are in their blooming age and draw numerous foreigners and investors into Thai digital market sector.

However, there are subtle problems occurring inside these digital firms as they try to represent and define themselves as fun, creative, innovative, and young organizations with the multi-cultural environment. They believe positively in young-blood teamwork and eager learning organization culture environment. So sharing openly and directly with high autonomy working environment is an ideal in such companies as they do not want to disrupt fresh mind and creativity in mundane working hours.

To better understanding these circumstances, this paper would be focusing on a SMEs digital consultancy firm. It is a small company with only 40 employees in total. It contains both Thais and non-Thai staffs which makes the company is diverse in cultures. Practically in the case study company, only some Thai employees adapt greatly to this working environment and how their leaders treated as mentioned, some being neutral to the ideas and agree to everything without sharing their own thought, and some even have no idea how to complete their task with no guidance or even absent because of too much freedom and autonomy to do things on their own. On the other hand, foreigner staffs seem to deal with this working atmosphere better. Most of the staffs seem to be happy in this working environment but paradoxically delivery slightly lower performance than the expectation.

As the firm consists of both Thais and non-Thai Officers. Even they have acceptable English communication skill or even excellent one, it turns out that sometimes they still miss understood each other and deliver their work below the standard.

Is it because the leaders are approaching the staffs with ineffective leadership style? Is it the way the digital consulting firm wants to shape their organization culture? Or is it because of Thais cannot work well under cross-culture environment? The company needs to be able to identify which is causing these problems in order to find the right solutions beforehand.

1.2 Objectives of the Study

The major objectives of this paper are including;

1. To find out what causes the declining of employees' performance
2. To identify the leadership styles of leaders at the firm
3. To explore employees' job satisfaction and their development levels
4. To investigate the relationship between cross-cultural management and how it affects the subordinates

CHAPTER II

LITERATURE REVIEW

In this section, the theoretical frameworks are divided into two views of perspectives toward the digital consultancy's leadership styles and the firm's cross-cultural environment. The paper will mainly focus on only one framework which is 'Hersey-Blanchard Situational Leadership theory' and using 'Hofstede's Cultural Dimensions Theory' as support.

2.1 Leadership Concepts

2.1.1 Define the Situational Leadership

Up to these days, there are many studies, pieces of literature, and theories on leadership. For examples, Trait Theory, Behavioral Theory, Transactional and Transformational Theory, and even the Situational Leadership Theory has numbers of versions.

Paul Hersey and Ken Blanchard first described a situational leadership as the "Life Cycle Theory of Leadership" in 1969 (Blanchard, 1985). It is one of the most widely known management approaches to lead and motivate people in organizations for decades. The main idea is to lead people according to each individual circumstance and not only a single leadership style is considered the best practice.

The Situational Leadership Model had been continuously developing since the late 60s up to now but the core concept is the same. The early version of the study focuses on dealing with the new employee directly while gradually support after they become seniors in an organization (Hersey and Blanchard, 1969). Since then the situational leadership theory had revised various times until the recent version, Situational Leadership II, which the main principle had restated. Adding the relationship between a leader's behavior correlate with follower's competence and commitment level (Blanchard, 2014).

2.1.2 Hersey-Blanchard's Situational Leadership Framework

Hersey-Blanchard's situational leadership framework is a framework using for examining the leadership style of managers in an organization. The model consists of 4 distinct leadership styles, ranging from directing, coaching, supporting, to lastly, delegating style. Each of them can be applied uniquely by matching to levels of follower development. It is considered from the relationship between the level of competence and commitment of a follower, then approach an optimal leadership style to meet the level of the follower's readiness. Competence is a level of an employee's abilities to complete tasks, tasks' relevant knowledge from education, or skills from job training. On the other hand, commitment is a level of a follower's willingness to do works which effects on his or her motivation and confidence level.

For further understanding, Hersey and Blanchard had identified these four leadership styles to help managers lead their followers better by approaching them with different behaviors. As Blanchard said, "If you are interested in developing your staff and building motivational climates which result in high level of productivity, as well as human satisfaction in the short and long run, then you need to think about your leadership style" (Blanchard, 1985). So it is essential for management level to be able to illustrate and identify each staff specifically to bring out his or her best performance but more importantly, the leader behavior must align with the followers' perception. For example, if the leader thinks he is people-oriented, individualized consideration but his staffs think he is task-oriented and managing by exception, using situational leadership method might not be successful.

The framework divided into two components. First part is considering leadership behavior in which contains two quadrants; supportive behavior dimension (vertical axis) and directive behavior dimension (horizontal axis). Supportive behavior is defined as two-way communicative behavior between leaders and followers. Listening and providing support is a key. Whereas directive behavior is dissimilar, it is defined as one-way communication. Leaders are the ones who talk, give direction, command tasks, and supervise. Combination of these two quadrants creates four leadership styles from low supportive and high directive (S1: Directing Style), highly supportive and high directive (S2: Coaching Style), highly supportive and low directive (S3: Supporting Style), to low supportive and low directive (S4: Delegating Style). (See Figure 2.1)

To illustrate, S1 or directing style, the leader sets up goals and roles of the follower, give direction and supervise closely on how to complete tasks and when to deliver. All decision making is done by the manager. S2 or coaching style, the leader defines the goals and roles of the follower but also opens to hear from the follower as well. Decision-making is depended on the manager. S3 or supporting style, the leader supports the followers on their tasks, explains the importance of the goals, shares ideas along with making a decision together. Finally, S4 or delegating style, the leader provides the least support and direction, then give high autonomy to the followers.

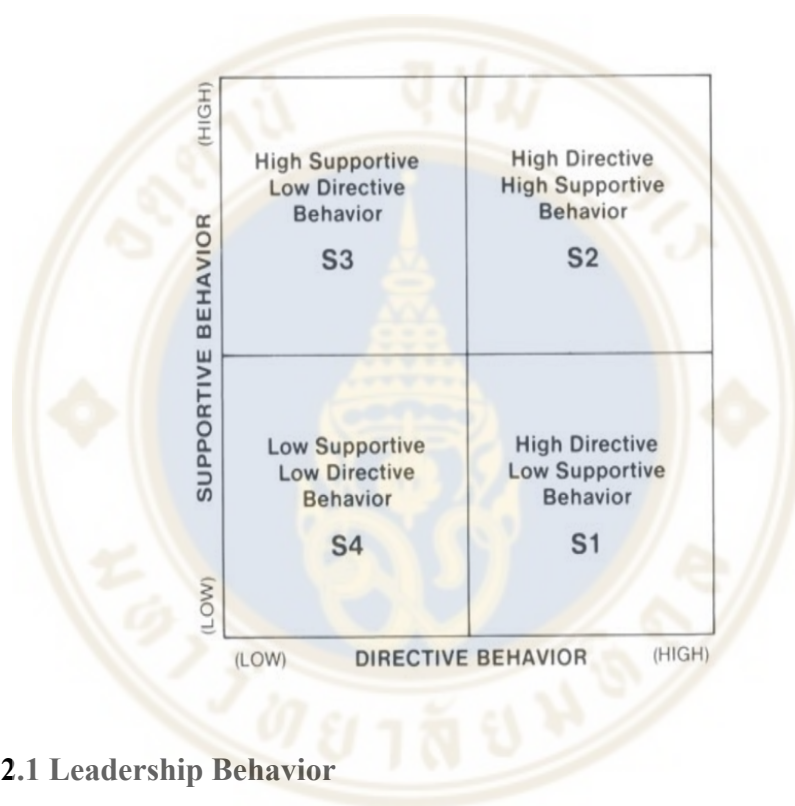


Figure 2.1 Leadership Behavior

The second part is reflecting on the development level of followers which can be diagnosed by understanding an individual's level of competence and commitment. Competence is defined as Blanchard said "The demonstration of sequenced, coordinated actions that accomplish a particular desired outcome." (Blanchard, 2014) Commitment is a psychological attitude of individual motivation and self-confidence to achieve a task or goal.

Start with the beginner who has low on competence and high on commitment (D1: Low), some competence and low commitment (D2: Low to

Moderate), high competence and variable commitment (D3: Moderate to High), to an expert who has high competence and high commitment (D4: High). (See Figure 2.2)

High Competence • High Commitment	High Competence • Variable Commitment	Some Competence • Low Commitment	Low Competence • High Commitment
D4	D3	D2	D1

Developed ← Developing

Figure 2.2 Development Level of Followers

Noted that, development level of the followers can fluctuate. Their competence and commitment level does not indicate that if they are ranked in D1, they are under-developed or ranked in D4, they are the highly-developed one. The development level is considered specifically task by task. For example, a follower can be ranked in D1 level on doing a customer pitch but he or she is ranked in D4 on developing a yearly marketing plan.

There are three important skills a situational leader should have, which are diagnosis, flexibility, partnering for best performance (Blanchard, 2000). The good situational leader needs to be able to diagnose his individual follower's competence and commitment level for best direction and support. The leader has to be flexible as he should comfortably apply different leadership styles for different needs. Finally, the leader needs to find out the mutual agreement between him and his followers as they work together.

The ultimate goal of this framework is to convert and prepare employees to be ready for D4 level as ideally they will have high competence and high commitment to their job.

2.2 Support Variable: The Cultural Dimensions

Living in this world where it has variety and diversity of human backgrounds and cultures is complicated yet fascinating. Working in a multi-cultural

environment is the same. It is quite a challenge to build great teamwork with cultural diversity, therefore, understanding distinctive cultural dimensions are necessary. In this study will mainly center on Hofstede's Cultural Dimension Theory.

Hofstede's framework is one of the world most well-known cultural value instruments and it has become a standard to understand cultural diversity. The theory had developed by a team of researchers led by a psychologist, Dr. Geert Hofstede. He and his team did a survey at IBM on its employees in different countries across the globe. The survey was originally for investigating employees' job attitude and job satisfaction (Blodgett & Bakir & Rose, 2008). However, the results from around the world could be interpreted into greater goods. The analysis revealed additional insight, showing that employees in different locations or different cultures of IBM global tended to have various attitudes toward work. As a result, Hofstede found clear patterns and concluded that "values in a workplace are influenced by culture" as he defined culture as "the collective programming of the mind distinguishing the members of one group or category of people from others" (Hofstede, 2013). The latest version of Hofstede's framework was a study collaborated with his own son Gert Jan Hofstede, and Michael Minkov, a professor from Bulgaria. The model added two dimensions from four in the past analysis. These six dimensions are tools to separate one culture values to others. These are Power Distance, Individualism versus Collectivism, Masculinity versus Femininity, Uncertainty Avoidance, Long-term Orientation versus Short-term Orientation, and lastly Indulgence versus Restraint (Hofstede & Minkov, 2010).

The first dimension is Power Distance. The degree of power distance indicates different power and equality among member of society. A high degree means that this society has a clear hierarchy between people while a low degree means people live equally in their culture. Individualism cultures people prefer living singularly as they are expected to take care of themselves. In contrast, collectivism societies tend to live in extended families as they strongly believe in the group custom and respect each other. Another dimension is uncertainty avoidance, this dimension represents how good they can deal with anxiety on uncertainty circumstance. Masculinity societies prefer self-achievement, assertiveness, and competition toward success. On the other hand, cultures with high femininity prefer harmonious and quality of life. The other two dimensions will not be discussed in this paper.

2.3 LITERATURE REVIEW CONCLUSION

The literature review finds both frameworks, Hersey-Blanchard Situational Leadership Theory and Hofstede's Cultural Dimensions Framework have their own cons. In situational leadership suggests leaders examine employees' readiness level which is practically difficult to identify. Two studies suggest applying these techniques by proposing both managers and employees to diagnose the current situation and development level of followers, individually and together to find out the similarity and difference between these distinctive perspectives. Both results turned out situational leadership principles are supported when managers and employees were rating together (Thompson & Glasø, 2015, 2018). One study from Taiwan stated that only a few studies applied situational leadership issue to eastern cultures (Chen & Silverthorne, 2005). Applying the framework to Thai context might not be as effective as in western countries. As well as Hofstede's framework, it initially relied on the survey inside only one company which is IBM worldwide.

Clearly, both Hersey-Blanchard and Hofstede's frameworks are fundamental knowledge for managing people in organizations. It depends on individual needs, specific characters and situations, how to apply which principles to which contexts. Observing the case study on a digital consultancy firm and reviewing past literature found that the problems which are occurring in the company are that the westerner leaders have different values and attitudes from their multi-cultural staffs. They apply one leadership style to all level of readiness while considering this is the best way to cope with all level of the employees. They give full responsibility and high autonomy to the staffs, hoping them to freely perform their best. Paradoxically, these behaviors lead some employees to have a lower commitment and even lower competence to the tasks. The causes of these undesirable outcomes may be because the leaders lack the determination to examine the varieties of their employees in term of readiness and culture distinctions.

CHAPTER III

RESEARCH METHODOLOGY

This chapter presents how this paper acquired information for the case study of a digital consultancy firm in order to find the answers of research questions and check the hypothesis on the occurred problems. The first section includes research questions and its hypothesis. Research method and design strategy including a unit of study, participant selection and how to approach are reviewed in the second part. The next section describes the instrument used for data collection, selection of qualitative method, designed interview, and validation. Lastly, discussing how to analyze the collected data and limitation of the selected methodology and approach.

3.1 Research Questions

1. What causes the declining of employees' performance even they are currently happy with their job?
2. What actions should managers do to help improve the employees' performance in this case?
3. Does cultural diversity in the workplace affect the employees' performance?

3.2 Hypothesis

By empirical observing and pre-interviewing with a senior designer in the team about problems occurring in the case study multi-cultural digital consultancy firm, brought down to one supposition that might lead to the occurred problem. With different cultural value, some of the leaders in the company were inconsiderately leading without decent understood of their employees' actual development level and it could be determined that these managers might be used inappropriate leadership style to approach their followers. According to numbers of studies on situational leadership theoretical

assumptions believe that if the leaders are able to diagnose the readiness levels of their followers and approach individual staff with the matching leadership style to his or her needs, the staff will be able to perform better on his or her tasks and deliver upright outcomes. (Thompson & Glasø, 2015, 2018).

3.3 Unit of Study

The number of interviewees, in this case, can be defined as a population of a research study in which one researcher defined this term as "a group of potential participants to whom you want to generalize the results of the study" (Salkind, 2009). For populations that are under 1,000 individuals, Neuman recommended that a satisfactory example size would be 30% of the populace measure (Neuman, 2003). In this case study, the company consisted of only 40 people, including both Thai and foreigner employees. This study selected only three units of study by divided samples into three distinct departments which are Business Development team, Computer Engineering team, and Graphic Designer team to represent the whole company in order to receive different answers from different perspectives and mindsets of people from various departments and responsibilities in the company. With a total of 12 interviewees could be calculated as 30% of the total as this company consists of 40 staffs in total. Ultimately, it is significant to collect information from these members to understand leadership influences toward the firm's noticeable outcomes and receive better evidence of the employees' perceptions of the company and its management.

3.3.1 Participant Selection

In each unit of study requires one management level who responsible for his or her staffs. Including at least 3 subordinates from each division in order to set interview sessions on the situational leadership, employee job satisfaction, and their development level. These set of questions are designed to find out which style of situational leadership that have been using to approach these staffs? Which readiness level of the employees under each supervision?

Participant selection was based on convenience and availability of target units of study. Initially, the researcher approached 3 managers from 3 different departments of the firm by sending an informal request for interview letter via email

and inquired them to select at least 3 available distinctive subordinates from his or her department to participate the interview sessions.

3.4 Instrumentation

The study used the semi-structured interview as an instrument to collect qualitative information from the target units of study. Thus, it provides the researcher an ability to explore additional details from the interviewees while partially maintain some structures to the interview protocol. This interview is anonymous to maintain privacy to the interviewees as they volunteered and agreed to express their thought to the company without any benefits in return, yet there might include sensitive issues which could be affected to their current positions.

There are two sets of interview questions consisted of a set of situational leadership style evaluation for the leaders in management level and job satisfaction and readiness assessment for the employees, including one question about multi-cultural working experience. Both sets of questions are utilized for approaching each unit of study. The interview approach based on participants' preferences, they can choose to do traditional face-to-face interview session or answer interview questions online via Google form in case they are not available or feel uncomfortable to answer in front of the interviewer. One manager interview session takes 20-25 minutes, and one staff takes 30-35 minutes.

3.5 Interview Question Design

3.5.1 Situational Leadership Style Evaluation

One set of the leadership interview questions consists of 12 questions assuming the interviewees are facing 12 different situations in the company. They have choices to answer openly with their own thought on how would they react to these 12 circumstances as a leader of the team. They need to answer which action he would do not the direction they think they should do since the goal is to identify their reaction behaviors. Each of the situation the interviewees may answer differently according to their point-of-views and experiences. Distinct alternatives from interviewees lead to

exclusive analysis. Specific directions of actions would be able to interpret into each style of situational leadership, including, Directing, Coaching, Supporting, and Delegating style. For example;

Situation 1: Your team performance is falling rapidly. You have noticed that your staffs have not been responding to your friendly conversation as usual and obviously concerning for their wellbeing. What would you do?

Leader A: I'll talk to them nicely to make them feel better and then set up clear goals to give them direction.

After gathering all answers from the interviewee, the researcher would apply a thematic coding technique to examine and analyze the information in which would be focused on in data analysis section later on in this chapter. Scrutinizing patterns of these answers would help the researcher discover possible leadership style, though, and insight of the interviewee. However, to be more specific and measurable, the direction that the interviewee answered to each situation could have been translated into each leadership style. For instance, from the example question and answer, the interview showed interested in dealing with the situation respectfully, he chose to support his subordinators yet gave a direction by setting up clear goals. It shows that he is supportive and also directive, therefore he is using coaching style to solve this circumstance. The frequency thematic theme from each question would be finalized and concluded as a result of which situational leadership style the interviewee is intentionally approached the most to these 12 situations. (Appendix A)

3.5.2 Employee Job Satisfaction and Development Level Assessment

The set of employees' interview questions are divided into 3 parts; the first part is asking about job satisfaction, the second part will investigate the competence and confidence level of individual staff under each unit of study, and the last one will asking toward their perspectives about working in multi-cultural environment workplace. The first part of the interview questions will examine overall job satisfaction, dissatisfaction, working with their team, and as well as the thought of the company management. This part consists of 5 questions reflecting the individual job satisfaction toward working in his or her department. For example;

Question 1: Can you tell me what causes you to feel happy working here?

Employee A: I always encouraged and confident to come up with new ideas and purpose to the team.

The second section is about employees' competence and commitment assessment. The interviewees have to answer 4 different questions which are divided into two sub-parts. In the first part, the researcher asked interviewees to evaluate their competence toward their assigned tasks and how well their transferable skills. The second part the researcher asked them to evaluate their commitment level to the tasks, are they motivated and confident in order to complete the tasks. The last section the researcher would like to explore their experience in working with foreigners; Is there any significant problem or barrier dealing with this working environment. They can answer freely reflecting their thought to the current situation and experience working for this company. The result retrieved from these sets of questions would be later analyzed by using a thematic coding technique as well as the leadership set of questions. (Appendix A)

3.6 Validation

To assure the validity of the selected research methodology the researcher sent out pretest sets of questions, including Leadership Style, Job Satisfaction and Development level assessment set, via online platform by using Google form to generate. Chosen respondents are randomly selected by utilizing convenient sampling; 4 persons from the desired unit of study at the firm, and other 8 persons from different companies and positions, both management level and employees. The researcher asked them to fill up the form with short paragraph qualitative answers to examine how the respondents would respond to these queries. Moreover, the researcher also requested brief feedback on each set of questions from the respondents in order to identify any weakness or unclear statements in the questions list. The adjustments were made in response to the test as follows;

1. Reduce the number of questions in employee interview from 25 questions to 10 meaningful questions in order to give more time for the interviewees to answer specific questions without exceeding the limitation time (30-35 minutes)

2. Adding a short demographic profile consisting of gender, age, nationality, working period, department, and position.
3. Adding instructions note for online interviewees to reduce misunderstanding and confusion.

3.7 Data Collection

The interview data would be collected from both face-to-face interview session and online Google Form responses, then analyze using thematic coding, axial coding and finalize the frequency count in order to extract the main theme of the participants' responses. Credibility happens once the collection method used represents the social phenomena occurring in the study as well as using transparency to code actions and analysis (Zhang & Wildemuth, 2009). Firstly, the researcher needs to identify the main keywords in the statements and uses systematic reduction to classify the theme codes. Follow by using axial coding to illustrate the frequency of themes (Chitty, 2012).

3.8 Data Analysis and Limitation

In a qualitative study, information analysis explains reasons for material collections and so the outcome from the information should be converted into a definite conclusion that can answer to the research queries (McEachin, 2011; Walsh, 2003). To analyze retrieved data, the researcher selected thematic coding technique to examine. Analyzing qualitative research requires thought, experience, and knowledge from the interpreter which might contain bias and prejudice from inner intuition. The researcher needs to reduce bias from the case study analysis to best examine available data and breakdown to solutions to the problem occurring in the company. Coding technique is one way to reduce the pain point of analyzing qualitative research by indexing and categorizing the data in order to find significant patterns of information. This linkage would finally scrutinize the main thematic ideas representing the codes from the interviews. According to Professor Graham Gibbs, he identified Thematic Coding as one method of qualitative research analysis that requires the practitioner to record or distinguish groups of scripts that are related by a mutual theme or plan permitting you

to categorize the text into classes and set the framework of overall thematic concepts (Gibbs, 2007).



CHAPTER IV

FINDINGS DISCUSSION

4.1 Introduction

In this chapter contains an overview of the research, the consequences of the information examination and how the outcomes identify with the research questions and hypothesis. The research conducted by interviewing 12 employees of the case study firm, including 3 managing levels and their 9 following subordinators in 3 departments. The analysis of data collection was developed to answer these following questions;

1. What causes the declining of employees' performance even they are currently happy with their job?
2. What actions should managers do to help improve the employees' performance in this case?
3. Does cultural diversity in the workplace affect the employees' performance?

The outcomes will be analyzed and concluded using thematic coding and axial coding method to give a foundation to the discourse of the results and suggestions for appropriate practices in the next chapter.

4.2 Findings

The responses of participants from 3 set of unit studies were cooperatively done within a month. Demographic set of questions were initially spread out to each unit of study and the interview sessions were arranged after. The researcher asked the supervisors of each unit or each selected department to choose representative 1 management level leader and 3 operation level officers from each team to interview. The teams were responding differently according to their individual perspective and availability to response.

4.2.1 Demographic

Demographically, from 12 respondents, 8 are males and 4 are females. Their ages range from 23 to 43 years old and 3 of them are foreigners. Most of the respondents have been working at the firm for more than 3 years only 5 of them are quite new to their position with 1 to 3-year experience in the company. 3 of them came from other countries, including Sweden, Spain, and France

Table 4.1 Demographics of Respondents

Demographics		Respondents	Percentage
1. Gender	Male	8	66.7%
	Female	4	33.3%
	Total	12	100.0%
2. Age	22-year-old or below	0	0.0%
	23 to 28-year-old	4	33.3%
	29 to 33-year-old	5	41.7%
	34 to 38-year-old	1	8.3%
	39 to 43-year-old	2	16.7%
	44-year-old or above	0	0.0%
Total	12	100.0%	
3. Nationality	Thai	9	75.0%
	Non-Thai (Swedish, Spanish, French)	3	25.0%
	Total	12	100.0%
4. How long have you been working at the firm?	Less than 6 months	0	0.0%
	6 months-1 year	0	0.0%
	1-3 years	5	41.7%
	3-6 years	7	58.3%
	Above 6 years	0	0.0%
	Total	12	100.0%
5. Department	Business Development	4	33.3%
	Computer Engineering	4	33.3%
	Graphic Designer	4	33.3%
	Total	12	100.0%

4.2.2 Situational Leadership Interview Results

In this set of an interview, the researcher asked 3 leaders from 3 different departments to answer intuitively throughout 12 possible situations they might have been experienced before or might be encountered in their career path. Scoring will be calculated from the most frequency leadership style analyzed from thematic coding and axial coding. The highest frequency theme will indicate which style of leadership these

leaders usually approach in their management; Directing Style, Coaching Style, Supporting Style or Delegating Style.

From investigated business development team leader's answers found that the leader of the team mostly answered toward applying high directive behavior to these putative circumstances by getting 50% of the score for directing style, 25% for coaching, and 25% for supporting respectively. Obviously, he has the consideration to take different styles of leadership according to distinctive circumstances. When taking a deeper analysis of each situation and the choice he has chosen to act to these conditions could slightly clarify his nature. From his answers, he would apply to direct leadership style when he faces a situation which creates a risk to the team performance. With high self-esteem and lacking trust to his followers, he feels that it is his responsibility to take control and solve the problem by himself, for example, there is a situation which one of his followers who had always taken great responsibility conversely now his performance does not meet the expected standard. The leader said, "I will definitely redefine the standard and supervise him specifically to get him back to the right track". Therefore, it could be indicated that he chose to direct his staff more than giving support or delegate. (Appendix B, Table 1, Table 2)

The graphic design team leader has answered the interview questions distinctively, he mostly approached coaching style behavior to solve these circumstances with 75% of score toward coaching leadership style and 25% for supporting actor. To illustrate, when there was a situation that the performance of his team was decline and his subordinates seem lost, he said "I'll check the reasons why my team performance has been decline, if I can help to encourage them I will but I need to make sure that they will also follow my solution plan". The main theme extracted from coding technique indicated that he approached his team with high supportive behavior and also high directive at the same time. Therefore, he was deliberately using Coaching Style. He only chose to apply supporting leadership style in positive situations, for instance, a situation when a noticeable performance of his team is increasing. He said "I would make sure that each member of the team is aware of his or her responsibilities as well as the standards expected, but more importantly I choose to support my team. I'll do anything I could do to make them feel significant to the team." (Appendix B, Table 3, Table 4)

Computer engineer team leader otherwise selected to lead by coaching and supporting style evenly by 41.7% and chose to direct style for 16.6%. There is no relation between the leadership styles he had chosen and the circumstances. He only introduced directing leadership style for the situations when his teammates were lacking expected responsibilities, for example, in the situation that his team missed the goal of a meeting he had set and turned the meeting into social gathering, he responded to this situation redefined goals and direct cautiously as he said "Sometimes things have to be controlled, especially in the situation like this, I would remind them what are our goals and give them specific tasks to complete". (Appendix B, Table 5, Table 6)

Table 4.2 Situational Leadership Frequency Assessment by Department

Department	Axial Coding Theme Frequency				Total
	S1: Directing	S2: Coaching	S3: Supporting	S4: Delegating	
Business Development	50.0%	25.0%	25.0%	0.0%	100%
Graphic Design	0.0%	75.0%	25.0%	0.0%	100%
Computer Engineer	16.6%	41.7%	41.7%	0.0%	100%

4.2.3 Employee Interview Results

Part I: Job Satisfaction

After interviewed 9 employees from each selected unit of study, the results turned out interestingly as different departments have a variety of job satisfaction expression. Most of the interviewees' answers gave positively high frequency on the freedom to express working environment theme as the main reason which built their satisfaction working for the company. The most evidently support quote is "I feel encouraged to bring up with new ideas and express my own thought freely as my manager and colleagues, we all value in freedom and respect to individuals' ideas". What makes them feel dissatisfy the most would be imbalance workload. As one designer said, "Sometimes I were left to be free without anything to do and sometimes my works

are overload." Not only knowing what causes employees to feel happy working here, and what makes them feel displeased about their job, but information about their satisfaction toward their colleagues and managers is also important. The interviewees stated that almost half of them are working independently and another half said they have good team player and helpful teammates. The researcher also asked about their ideal manager and the interviewee most responded theme is commitment to quality since they value the quality of their work and one said that "I would like to work with a manager who shows a high commitment to quality and when we see our boss having this attitude, we automatically do so." (Appendix C)

Almost 70% of respondents stated that they were highly positive to overall job satisfaction. However, comparing between units of the study found that Computer Engineering team has the highest frequency on job satisfaction evaluation by all of the computer engineer team gave highly positive feedback to the overall job satisfaction question. It is obvious why they are quite happy with their job as well as their development level.

Table 4.3 Employees Responded to "Overall how do you feel working in this company?"

Theme	Frequency	Percentage
Highly Positive	6	66.7%
Positive	2	22.3%
Moderate	1	11.1%

Part II: Development Level

On the other hand, the researcher also needed to know how competence and commitment these employees are in order to estimate their development level or readiness level. First, the researcher asked the interviewees to evaluate their competence level toward their tasks by asking them to express their thought on how do they feel about assigned tasks and justify their transferable skills. Second, the researcher asked the interviewees to evaluate their commitment by asking them to describe how motivated, interested, or energetic they are to their responsible tasks. Another query is asking them how confident they are to complete one task. The average development level of each unit of study could be diagnosed from their self-competence and

commitment evaluation theme frequency comparing to the Diagnose Development Level Chart by The Ken Blanchard Companies (Blanchard, 2000).

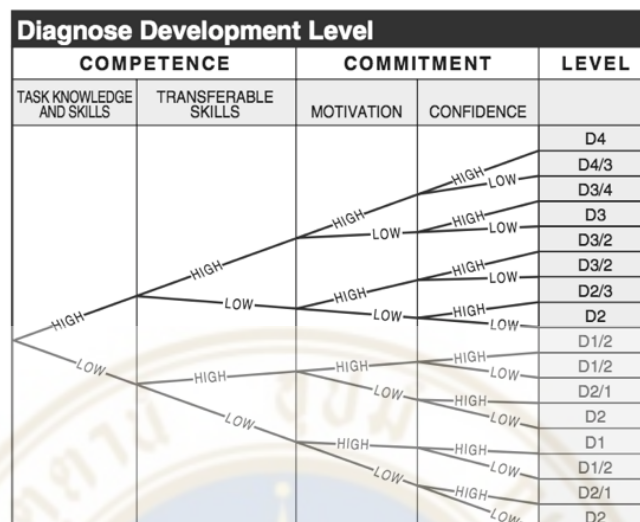


Figure 4.1 Diagnose Development Level Chart

The results from implementing these instruments found that Computer Engineer division has the highest average development level, approximately at D4, with high competence and high commitment. They have high knowledge and feel confident using their skills toward the tasks, however, sometimes lack self-esteem and motivation. To illustrate, one staff of the Computer Engineer team said: "I know well what I'm doing on my assigned task, however sometimes I feel like I'm lacking motivations to do anything, and just like that, I just went off the office refrigerator and grab a can of beer". The Graphic Design team has moderate development level compare to other departments, adequately high theme frequency at D3 as they have high competence and variable commitment to their tasks. Business Development team otherwise has the lowest development level among 3 of them, averagely at D2 with some competence and low commitment level which might also directly described why this team got the lowest job satisfaction evaluation outcomes.

Table 4.4 Development level Assessment Result

Interviewee	Competence		Commitment		Development Level	Unit Average
	Q1 Knowledge & Skills	Q2 Transferable Skills	Q3 Motivation	Q4 Confidence		
Business Development#1	Low	Low	Low	High	D2/1	D2
Business Development#2	High	High	High	High	D4	
Business Development#3	Low	Low	High	High	D1	
Graphic Design#1	Low	Low	High	Low	D1/2	D3
Graphic Design#2	High	High	Low	High	D3/4	
Graphic Design#3	High	High	High	High	D4	
Computer Engineer#1	High	Low	High	High	D3/2	D4
Computer Engineer#2	High	Low	High	High	D3/2	
Computer Engineer#3	High	High	High	High	D4	

Part III: Multi-Cultural Experience

As the firm is a multi-cultural workplace with 10 foreigners out of 40 staffs, the cultural diverse working experience might also an issue in which directly or indirectly affects to the work performance outcomes. Therefore, the researcher decided to ask one more question to the target interviewees on working experience with foreigners. Thus, to explore problems or barriers dealing with this diversity. From interviewing all employee found that there is no significant problem working with foreigner colleagues and supervisors as most of them already have acceptable English communication skills and globalize attitude toward working in an international environment. The only barrier they found to be the most frustrated is misunderstanding communication. As one designer mentioned, "It is hard to make everyone understand the way we understand and different languages make it even harder." (Appendix C, Table 18)

4.3 Result Conclusion

From the interview results, the leaders' leadership styles are not aligned with their subordinates' development levels. The results also indicated that by valuing employees overall job satisfaction toward their jobs, their leaders, and their working environments, the employees tended to answer positively on how they feel toward this workplace. Conversely, when they needed to evaluate themselves, they tended to rate lower than it should be. It could be signified that most of them were lacking self-confidence and self-esteem and it might lead to the problem in which some of them deliver unexpectedly low performance to the company. The confidence perspective suggests that a practitioner self-monitors and self-evaluates on his or her performance is supported desired outcomes and once there's an oversized inconsistency between the required outcome and therefore the practitioner's performance, it would cause discouragement, negativity, and a loss of belief in his or her ability to succeed. The practitioner might conclude that he or she cannot accomplish the task or outcome while no one facilitates. This loss of confidence usually leads to lower attention and energy (Blanchard, 2014).

CHAPTER V

RECOMMENDATION AND CONCLUSION

5.1 Recommendation

Northouse, the author of *Leadership: Theory and Practice*, supported that employees' skills and motivation could vary over time, therefore, in order to apply situational leadership style leaders should modify the degree of use to satisfy the variety of needs of their followers (Northouse, 1997). The managers at the case study's digital consultancy firm should explore their leadership approach styles prudently to spot the correlation between their subordinates' needs, their readiness levels, and the way to approach them effectively. Thus, leaders could be able to motivate and find suitable solutions for their occurring problems. Business Development team leader should consider applying coaching style to his team by being more supportive and listen to his subordinates' needs. Graphic Design team leader should use supportive style instead of coaching style and less directive. Lastly, Computer Engineer team leader should approach his followers with delegating style since his team is ready to work on their own.

At one point there was no best leadership style that could be universally fit to all the situations and the diversity of human being, such as multi-cultural wise or distinctive educational background. The managers should be flexible and understanding how to motivate individuals. He or she should be open to change in their style of leadership and also examine the leadership traits their employees are looking for in a true leader.

There are suggested steps of appropriate leadership approach from an article, "When should a leader be directive or empowering? How to develop your own situational theory of leadership" from *Business Horizon* magazine, which is; step one, set the objectives first then apply leadership strategy dependently on different desired goals. Step two, identify the leadership style which could be appropriate to the specific circumstance. Step three, identify situational features in a particular situation. Step four, match optimal leadership style to the right circumstance. Step five, find out how to

appropriately match leadership style and the specific situation. Moreover, the researcher also added couples more steps which are; step six, evaluate after approaching the situation with certain leadership style then lastly, go back to the first step if it did not work.

These processes could be added to the firm's leadership knowledge protocol when they need to raise their employee's motivation and improve the workforce performance (Sims, Faraj, Yun, 2009). Since this company is a SMEs firm with only 40 staffs in total, the owners or leaders are probably focusing on building their markets instead of on internal business improvement as from the observation and from interview session. Instead of a focus on improving leadership skills or truly examine the employees' competence and commitment level, they are trying to shape the organizational culture, hoping to build a strong platform, however, forget to efficiently maintain internal key of success like their human resources.

Moreover, there should be a selective leadership training for certain leaders to challenge their management role. Therefore, they could be able to analyze and identify each individual circumstance better. Since nowadays, the management level at the firm is looking at only the big picture and misunderstanding specific needs of their subordinates. Even they try to create a relaxing environment workplace, still, it is not the absolute solution to the problems they have. Assign a specific leadership training to this management team could be able to sustainably increase, at least, awareness on how to approach with appropriate leadership style to a certain situation and staff.

5.2 Research Conclusion

To be conclude, this study shows that, first, the performance of employees has been declining because the managers did not know how to help them feel positively confident or have high commitment to their current job as Blanchard said that the best way to increase employees' job satisfaction and make them see that they are valuable to the company is to help them perform their best (Blanchard, 2007). s. The actions these managers should do to help to improve their employees' performance are to seek for individual's needs, investigate their development level and apply the appropriate leadership styles. The situational leadership theory is only one of the leading guides to approach appropriately to a specific situation or personas from the findings result.

Finally, as a multi-cultural workplace, diversity is not the main cause of the problem occurred at the firm. It may cause only some communication difficulties.



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APPENDIX A: INTERVIEW QUESTIONS

Interview Question Set I: Situational Leadership Style Evaluation

Now assuming you are encountered in these 12 circumstances. Please tell me the action you might initiate to each situation.

Remember: The goal of this interview session is to evaluate what behaviors you normally use, so please answer what would you do, not what should you do to each situation.

1. Your team performance is falling rapidly. You have noticed that your staffs have not been responding to your friendly conversation as usual and obviously concerning for their wellbeing. What would you do?
2. It's nice that your team's performance is increasing. However, you want to make sure that all of them knows their responsibilities and expecting standards. What would you do?
3. You always leave your team to solve problems themselves since their performance and personal relationships have been good. However, recently your subordinates are unable to solve a problem. What would you do?
4. Now you are considering a significant modification in the company though your team has a fine record of performance. They respect for your decision and see necessity for the change. What would you do?
5. Your team performance has been declining these past months. They couldn't meet the objectives yet you have to push them to finish their tasks on time. In the past, to redefine the roles and responsibilities has usually helped. What would you do?
6. You are a new manager facing an efficient run circumstance. The previous manager had been very strict to the operation. However, you would like to adjust the working environment to be more enjoyable yet productive. What would you do?
7. The company is deliberating major changes in the organization structure. Your team has been doing well in their production but also determining flexibility to their day-to-day job. What would you do?
8. Your team is slightly lacking in direction even their performance and relationships are good. What would you do?

9. You need recommendations from your team on a current project so you set up a meeting. Eventually, you have gained nothing but one fine social gathering from the session. What would you do?
10. One of your team does not respond to the new standard you have set. He usually has a great responsibility. What would you do?
11. You are assigned to be a manager of a new team. This team has a great reputation on its performance as well as their teamwork. Normally, the previous manager was not involved with the team's relationship. What would you do?
12. You have heard that your team recently is incompatible. They have worked in harmony and delivered great performance for years. What would you do to solve the problem?

Interview Question Set II: Employee Job Satisfaction and Development Level

Part I: Job Satisfaction

1. Can you tell me what causes you to feel happy working here?
2. What makes you to feel displease about your job?
3. How would you describe working with your teammates?
4. Can you describe me your ideal manager?
5. Overall how do you feel working in this company?

Part II: Development Level

1. Do you think you are usually able to complete a task easily and want more challenge? How?
2. Do you consider yourself having good transferable skills, including technical, communication, teamwork, creativity, and leadership? Can you explain?
3. Is it true that you are mostly motivated, interested, and enthusiastic toward your designed job? Can you give me an example?
4. Do you normally feel confident completing your tasks? How?

Part III: Multi-Cultural Experience

1. How would you describe working with foreigner? Any problem or barrier?

Interview Question Set III: Demographic of the Interviewees

1. Which department are you currently working in the company?
2. Which position?
3. How old are you?
4. How long have you been working for the company?
5. Which country do you come from? (For non-Thai)



APPENDIX B: Manager Interview Result

Table 1 Thematic Coding: Business Development Leader Responded to 12 Leadership Circumstances

Circumstance	Significant Statement	Code	Theme
1. Your team performance is falling rapidly. You have noticed that your staffs have not been responding to your friendly conversation as usual and obviously concerning for their wellbeing.	<ul style="list-style-type: none"> - Would talk and ask them nicely to make them feel better - Set clear goal to give them direction 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching
2. It's nice that your team's performance is increasing. However, you want to make sure that all of them knows their responsibilities and expecting standards.	<ul style="list-style-type: none"> - They are doing well I need to let them know and do whatever to tell them how important they are 	<ul style="list-style-type: none"> - High Supportive 	Supporting
3. You always leave your team to solve problems themselves since their performance and personal relationships have been good. However, recently your subordinates are unable to solve a problem.	<ul style="list-style-type: none"> - Involve the team and encourage them to solve the problem - Make sure to guide them how to solve the problem 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching
4. Now you are considering a significant modification in the company though your team has a fine record of performance. They respect for your decision and see necessity for the change.	<ul style="list-style-type: none"> - Tell them about the change nicely and explain the decision - At the end I'm making the decision anyway 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching
5. Your team performance has been declining these past months. They couldn't meet the objectives yet you have to push them to finish their tasks on time. In the past, to redefine the roles and responsibilities has usually helped.	<ul style="list-style-type: none"> - Redefine their goals and responsibilities toward their tasks like in the past 	<ul style="list-style-type: none"> - High Directive 	Directing
6. You are a new manager facing an efficient run circumstance. The previous manager had been very strict to the operation. However, you would like to adjust the working environment to be more enjoyable yet productive	<ul style="list-style-type: none"> - I will do whatever to make them feel relax and enjoy working with me 	<ul style="list-style-type: none"> - High Supportive 	Supporting

Table 1 Thematic Coding: Business Development Leader Responded to 12 Leading Circumstances (cont.)

Circumstance	Significant Statement	Code	Theme
7. The company is deliberating major changes in the organization structure. Your team has been doing well in their production but also determining flexibility to their day-to-day job.	- I will define the change and supervise them closely	- High Directive	Directing
8. Your team is slightly lacking in direction even their performance and relationships are good	- Set direction for them	- High Directive	Directing
9. You need recommendations from your team on a current project so you set up a meeting. Eventually, you have gained nothing but one fine social gathering from the session.	- Push them harder and clarify desired goals	- High Directive	Directing
10. One of your team does not respond to the new standard you have set. He usually has a great responsibility.	- Redefine the standard and supervise him closely	- High Directive	Directing
11. You are assigned to be a manager of a new team. This team has a great reputation on its performance as well as their teamwork. Normally, the previous manager was not involved with the team's relationship.	- Try to involve in their decision making and make good contributions	- High Supportive	Supporting
12. You have heard that your team recently is incompatible. They have worked in harmony and delivered great performance for years.	- Deal with all of them quickly to immediately fix the problem	- High Directive	Directing

Table 2 Axial Coding: Business Development Leader Responded to 12 Leading Circumstances

Theme	Frequency	Percentage
Directing	6	50%
Coaching	3	25%
Supporting	3	25%
Delegating	0	0%

Table 3 Thematic Coding: Graphic Design Leader Responded to 12 Leadership Circumstances

Circumstance	Significant Statement	Code	Theme
1. Your team performance is falling rapidly. You have noticed that your staffs have not been responding to your friendly conversation as usual and obviously concerning for their wellbeing.	<ul style="list-style-type: none"> - We need to talk and I'll surely support them - Set their paths clearly so they won't confuse 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching
2. It's nice that your team's performance is increasing. However, you want to make sure that all of them knows their responsibilities and expecting standards.	<ul style="list-style-type: none"> - More importantly I choose to support my team. I'll do anything I could do to make them feel significant to the team 	<ul style="list-style-type: none"> - High Supportive 	Supporting
3. You always leave your team to solve problems themselves since their performance and personal relationships have been good. However, recently your subordinates are unable to solve a problem.	<ul style="list-style-type: none"> - Help them in process of the problem solving - Give the final solution 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching
4. Now you are considering a significant modification in the company though your team has a fine record of performance. They respect for your decision and see necessity for the change.	<ul style="list-style-type: none"> - Allow team to involve with this important decision/ try not to direct them 	<ul style="list-style-type: none"> - High Supportive 	Supporting
5. Your team performance has been declining these past months. They couldn't meet the objectives yet you have to push them to finish their tasks on time. In the past, to redefine the roles and responsibilities has usually helped.	<ul style="list-style-type: none"> - If I can help encouraging them I will - but I need to make sure that they will also follow my solution plan 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching
6. You are a new manager facing an efficient run circumstance. The previous manager had been very strict to the operation. However, you would like to adjust the working environment to be more enjoyable yet productive	<ul style="list-style-type: none"> - Get them involved with this decision making - Make sure they follow the my plan 	<ul style="list-style-type: none"> - High Supportive - High Directive 	Coaching

Table 3 Thematic Coding: Graphic Design Leader Responded to 12 Leading Circumstances (cont.)

Circumstance	Significant Statement	Code	Theme
7. The company is deliberating major changes in the organization structure. Your team has been doing well in their production but also determining flexibility to their day-to-day job.	- I will listen to their recommendation - But will maintain the control of implementation	- High Supportive - High Directive	Coaching
8. Your team is slightly lacking in direction even their performance and relationships are good	- Discuss the situation with them - Initiate the direction	- High Supportive - High Directive	Coaching
9. You need recommendations from your team on a current project so you set up a meeting. Eventually, you have gained nothing but one fine social gathering from the session.	- Set clear goal for them - Tell them nicely it's not wrong to have other conversation topics	- High Directive - High Supportive	Coaching
10. One of your team does not respond to the new standard you have set. He usually has a great responsibility.	- Working on the situation with him - Make sure new standard is met	- High Supportive - High Directive	Coaching
11. You are assigned to be a manager of a new team. This team has a great reputation on its performance as well as their teamwork. Normally, the previous manager was not involved with the team's relationship.	- Try to make good relationship with the team - Show them the need of new practice	- High Supportive - High Directive	Coaching
12. You have heard that your team recently is incompatible. They have worked in harmony and delivered great performance for years.	- Do whatever to help fixing their relationship	- High Supportive	Supporting

Table 4 Axial Coding: Graphic Design Leader Responded to 12 Leading Circumstances

Theme	Frequency	Percentage
Coaching	9	75%
Supporting	3	25%
Directing	0	0%
Delegating	0	0%

Table 5 Thematic Coding: Computer Engineer Leader Responded to 12 Leadership Circumstances

Circumstance	Significant Statement	Code	Theme
1. Your team performance is falling rapidly. You have noticed that your staffs have not been responding to your friendly conversation as usual and obviously concerning for their wellbeing.	- Ask them sincerely about their problem - But they need to follow my plan	- High Supportive - High Directive	Coaching
2. It's nice that your team's performance is increasing. However, you want to make sure that all of them knows their responsibilities and expecting standards.	- Complement them, let them know they are valuable - Insist that they have to meet the expecting standard	- High Supportive - High Directive	Coaching
3. You always leave your team to solve problems themselves since their performance and personal relationships have been good. However, recently your subordinates are unable to solve a problem.	- Listen to their needs - Make sure to guide them how to solve the problem	- High Supportive - High Directive	Coaching
4. Now you are considering a significant modification in the company though your team has a fine record of performance. They respect for your decision and see necessity for the change.	- Invite my team to be a part of the decision	- High Supportive	Supporting
5. Your team performance has been declining these past months. They couldn't meet the objectives yet you have to push them to finish their tasks on time. In the past, to redefine the roles and responsibilities has usually helped.	- Listen to their problem and support them - Make sure they are getting to the determined goals	- High Supportive - High Directive	Coaching
6. You are a new manager facing an efficient run circumstance. The previous manager had been very strict to the operation. However, you would like to adjust the working environment to be more enjoyable yet productive	- Let them know that they are important to the team and involved	- High Supportive	Supporting

Table 5 Thematic Coding: Computer Engineer Leader Responded to 12 Leading Circumstances (cont.)

Circumstance	Significant Statement	Code	Theme
7. The company is deliberating major changes in the organization structure. Your team has been doing well in their production but also determining flexibility to their day-to-day job.	- willing to make changes as recommended - but will take control of implementation	- High Supportive - High Directive	Coaching
8. Your team is slightly lacking in direction even their performance and relationships are good	- Be supportive in discussing the situation with the team	- High Supportive	Supporting
9. You need recommendations from your team on a current project so you set up a meeting. Eventually, you have gained nothing but one fine social gathering from the session.	- Sometimes things have to be controlled/ would remind them what are our goals and give them specific tasks to complete	- High Directive	Directing
10. One of your team does not respond to the new standard you have set. He usually has a great responsibility.	- Supervise him closely	- High Directive	Directing
11. You are assigned to be a manager of a new team. This team has a great reputation on its performance as well as their teamwork. Normally, the previous manager was not involved with the team's relationship.	- Involve staff in decision making and reinforcing good contributions	- High Supportive	Supporting
12. You have heard that your team recently is incompatible. They have worked in harmony and delivered great performance for years.	- Listen to both sides then help them mediate	- High Supportive	Supporting

Table 6 Axial Coding: Computer Engineer Leader Responded to 12 Leading Circumstances

Theme	Frequency	Percentage
Coaching	5	41.7%
Supporting	5	41.7%
Directing	2	16.6%
Delegating	0	0%

APPENDIX C: Employee Interview Result

Table 7 Thematic Coding: Employees Responded to “Can you tell me what causes you to feel happy working here?”

Interviewees	Significant Statement	Code	Theme
Business Development #1	I have a better chance to make more money	Salary	Great compensation
Business Development #2	Working in Thai company had seldom given me a chance to express my own thought but here is different	Freedom	Freedom to express
Business Development #3	I can share my demand to the company	Share	Freedom to express
Graphic Design #1	I feel comfortable working with great supervisor	Management	Leadership
Graphic Design #2	I have my voice on an important project which makes me proud of myself	Voice	Freedom to express
Graphic Design #3	There is a session where we can share our thought freely to the company and I think it's important	Freedom	Freedom to express
Computer Engineer #1	I have a good manager. He knows what he is doing.	Management	Leadership
Computer Engineer #2	They pay me well	Salary	Great compensation
Computer Engineer #3	I feel encourage to bring up with new ideas and express my own thought freely as my manager and colleagues, we all value in freedom and respect to individuals' ideas	Freedom	Freedom to express

Table 8 Axial Coding: Employees Responded to “Can you tell me what causes you to feel happy working here?”

Theme	Frequency	Percentage
Freedom to express	5	55.6%
Leadership	2	22.2%
Great compensation	2	22.2%

Table 9 Thematic Coding: Employees Responded to “What makes you to feel displeased about your job?”

Interviewees	Significant Statement	Code	Theme
Business Development #1	My workload is too fluctuating	Workload	Imbalance Workload
Business Development #2	I don't like how my supervisor manage things sometimes. He is too directive	Management	Leadership
Business Development #3	My manager is usually be too demanding	Management	Leadership
Graphic Design #1	I often have free time during working hours	Workload	Imbalance Workload
Graphic Design #2	Sometimes I were left to be free without anything to do and sometimes my works are overload	Workload	Imbalance Workload
Graphic Design #3	I usually seek out other works apart from my main responsibility	Workload	Imbalance Workload
Computer Engineer #1	I love my job but as a programmer I always have too much work to do	Workload	Imbalance Workload
Computer Engineer #2	Sometimes I can't manage my schedule	Workload	Imbalance Workload
Computer Engineer #3	We never have enough computer engineer	Workload	Imbalance Workload

Table 10 Axial Coding: Employees Responded to “What makes you to feel displeased about your job?”

Theme	Frequency	Percentage
Imbalance Workload	7	77.8%
Leadership	2	22.2%

Table 11 Thematic Coding: Employees Responded to “How would you describe working with your teammates?”

Interviewees	Significant Statement	Code	Theme
Business Development #1	They help me a lot	Help	Helpful team
Business Development #2	Mostly my responsibilities don't require much of teamwork	Alone	Independent
Business Development #3	It's not that easy because we have different attitude	Different	Incompatible
Graphic Design #1	I love my team. They are good team players. They know their job well	Teamwork	Team player
Graphic Design #2	I rather work on my own	Alone	Independent
Graphic Design #3	We share ideas and help each other when it needs to. These make our team have good workflows	Teamwork	Team player
Computer Engineer #1	My seniors help me a lot as I'm quite new here	Help	Helpful team
Computer Engineer #2	I usually work alone, once or twice a week meeting	Alone	Independent
Computer Engineer #3	I work independently apart from my team but when we have a meeting they are nice and understandable	Independently	Independent

Table 12 Axial Coding: Employees Responded to “How would you describe working with your teammates?”

Theme	Frequency	Percentage
Independent	4	44.5%
Helpful Team	2	22.2%
Team Player	2	22.2%
Incompatible	1	11.1%

Table 13 Thematic Coding: Employees Responded to “Can you describe me your ideal manager?”

Interviewees	Significant Statement	Code	Theme
Business Development #1	Who teaches me to bring out full capability to deliver good qualified work	Meet quality	Commitment to Quality
Business Development #2	The one who makes his employees feel important	Important	Value his subordinates
Business Development #3	It would be great to have a manager who cared to listen to his staff	Listen	Opened mind
Graphic Design #1	The one who could be our role model on how to be a great leader and deliver quality works	Role model Quality	Commitment to Quality
Graphic Design #2	I would like to work with a manager who show a high commitment to quality	Meet quality	Commitment to Quality
Graphic Design #3	A person who make a good use of our ability	Good use	Value his subordinates
Computer Engineer #1	I believe a manager who cares for his staff is an ideal one	Care	Value his subordinates
Computer Engineer #2	A manager who frequently asks for staff's opinion toward the job	Listen	Opened mind
Computer Engineer #3	The one who shows commitment to contribute the greater good	Contribute	Commitment to Quality

Table 14 Axial Coding: Employees Responded to “Can you describe me your ideal manager?”

Theme	Frequency	Percentage
Commitment to Quality	4	44.5%
Value his subordinates	3	33.3%
Opened mind	2	22.2%

Table 15 Thematic Coding: Employees Responded to “Overall how do you feel working in this company?”

Interviewees	Significant Statement	Code	Theme
Business Development #1	Overall I’m happy	Happy	Highly Positive
Business Development #2	It’s great opportunity to work in this company	Great	Highly Positive
Business Development #3	It’s ok, nothing special	Okay	Moderate
Graphic Design #1	I feel good in this working environment	Good	Positive
Graphic Design #2	It’s good to be a part of the firm	Good	Positive
Graphic Design #3	High chance to grow from working at the firm	High	Highly Positive
Computer Engineer #1	Great workplace to work with	Great	Highly Positive
Computer Engineer #2	Working here bring out my best	Best	Highly Positive
Computer Engineer #3	Best company I’ve ever work with	Best	Highly Positive

Table 16 Axial Coding: Employees Responded to “Overall how do you feel working in this company?”

Theme	Frequency	Percentage
Highly Positive	6	66.7%
Positive	2	22.3%
Moderate	1	11.1%

Table 17 Thematic Coding: Employees Responded to “How would you describe working with foreigner? Any problem or barrier?”

Interviewees	Significant Statement	Code	Theme
Business Development #1	I admit that my English is not that good	Language	Communication Barrier
Business Development #2	I’m confuse sometimes when we make an agreement, not sure our decision is aligned	Language	Communication Barrier
Business Development #3	Our time orientation is different, I try to be more punctual working with them	Strict	Low Flexibility
Graphic Design #1	It is hard to make everyone understand the way we understand and different languages make it even harder	Language	Communication Barrier
Graphic Design #2	After a meeting, I need to make sure we all in the same page	Language	Communication Barrier
Graphic Design #3	We sometimes misunderstood or not fully understand each other contexts	Language	Communication Barrier
Computer Engineer #1	It’s hard for me to communicate even in Thai	Language	Communication Barrier
Computer Engineer #2	We are able to understand but not all	Language	Communication Barrier
Computer Engineer #3	It’ difficult to meet foreign boss expectation	Strict	Low Flexibility

Table 18 Axial Coding: Employees Responded to “How would you describe working with foreigner? Any problem or barrier?”

Theme	Frequency	Percentage
Communication Barrier	7	77.8%
Low Flexibility	2	22.2%